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13 February 1956

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MEMORANDUM FOR: All Support Committee Members

SUBJECT : Support Coordination and Collaboration in the
Preparation of Country Appendices and Area Programs

1. We have almost completed the first phase of the Clandestine Services planning cycle wherein the area divisions were supposed to collaborate with the support planners in:

a. the forecasting of any significant changes in the level and type of support which would be required by the activities planned,

b. the detection of any specific or accumulative support requirements which cannot be satisfied without shifting or expanding current support capabilities, and

c. the development of a support annex (if required) pointing out the nature and significance of any support deficiencies and the policy decisions or courses of action which would have to be authorized to overcome such deficiencies.

2. The timing of the Country Appendix preparation phase of the planning cycle and the final approval of the revised DD/P planning system was such that there was no time to develop specific techniques which would effectively disclose the nature and level of the varied support requirements inherent in the planned activities. (In fact, many of the Operating Divisions had already largely completed their planning documents before the formal exercise commenced.) In addition, very few, if any, of the support components had previously been able to analyze the types of services and equipment they were providing in terms of the distinctive operational pattern which has now been developed (i.e., Mission I through IV and Action Categories).

3. At this point there is a definite requirement that the support components take action as to the following points:

a. to review the accumulative support requirements of all of the operating divisions of the DD/P as disclosed by their reviews of the individual programs and determine whether or not there will be deficiencies in their capabilities to satisfy these requirements.

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See TS 110974, 110973, 110963, 110933, and 110651, TS 14428

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b. to review our experiences and knowledge acquired during this phase of the planning cycle and make recommendations to the DD/P for improvements in either the form of the analysis and presentation of the operational plans and their related support requirements, or in the informal working procedures by which you are able to discuss and probe for significant support requirements which are not disclosed in the formal planning documents.

Each of these requirements is discussed in detail in subsequent paragraphs.

4. With respect to the detection of potential or factual support deficiencies arising from minor but accumulatively significant trends in operational plans, it is imperative that the following action be taken promptly:

a. isolate and describe the nature of such deficiencies and relate them to the causative trend or activities in the operational programs which were responsible,

b. indicate the action or actions which will be necessary to obviate impairment of operational plans because of support deficiencies. Show clearly what additional authorities, funds, personnel, or facilities will be required.

c. Notify the DD/P and the DD/S on a. and b. above,

d. secure the approval of the DD/S for a corrective course of action whether it pertains to facilities, personnel, ceilings, or funds. (Where necessary, the DD/S will hold discussions with the DD/P to ensure coordinated determinations.)

e. adjust the plans, operating budgets, etc., of the support component concerned in accordance with the determinations of the DD/S.

5. The above are the theoretical steps by which support capabilities can be adjusted to the support requirements of the operational plans. Since the DD/P is about to prepare the formal Operational Programs for presentation to the PRC in the imminent future, immediate action will be necessary if support deficiencies have been detected. It is requested, therefore, that you submit to this office by 24 February 1956 any clearly detectable deficiencies in support capabilities which will arise unless your support capabilities are increased or the operational programs are curtailed. In submitting these reports, it is requested that the information conform to the pattern set forth in 4.a. and b. above. This office will consolidate your comments for presentation to the DD/S and DD/P.

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6. With respect to improvements desired in either the presentation of the operational activities and their support requirements in the Country Appendices and Operational Programs or in the informal procedures and working relationships for isolating and analyzing support requirements with the Area Divisions, there is an important job to be done. In the current exercise none of the Divisions actually presented any analysis of the major activities and actions which constitute Mission I. It is possible that this was done on worksheets and that the planned expansion or contraction of the overseas station and support apparatus was carefully analyzed. It is more probable that no careful analysis was made at all because of our inexperience in the type of planning and the shortness of time.

7. It has been suggested by the PPC Staff that the Support Planners develop a system for the analysis and presentation of the activities which constitute Mission I. Such an analysis should obviously be designed to disclose the significant trends and actions which have a direct support implication. Since Mission I represents the overseas station and support apparatus, almost any plans for its expansion or contraction will have a direct support impact.

8. PPC Staff has made the specific suggestion that we devise an action check-list which could be applied by the Division and the support planners in reviewing the Mission I plans. Such a check-list would be similar in purpose to the Categories of Action listing which, after application to country areas, becomes Annex A to the General Plan. Such a check-list would be a planning guide and would prevent the oversight of action areas which should be given consideration in each planning cycle.

9. In any event, it is requested that each support component prepare suggestions for the improvement of the collaborative planning system. Specifically, it is suggested that recommendations and suggestions be made with respect to:

a. the analysis and presentation of Mission I and its support requirements. In this connection, we should attempt to eliminate oversight of activities requiring funds, personnel and positive action by support components. Changes in requirements for housing, office space, personnel and facilities, should somehow be revealed in the planning process.

b. the improvement of the summary tables of funds and personnel requirements of the programs so that the data is more significant and useful in normal support processes.

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10. The refinement and improvement of the Clandestine Services planning system to enhance its usefulness for support planning will be a difficult task. Because the support planning problems of each support component are different, our success will be entirely dependent upon the originality and practicality of your suggestions. Obviously they must be useful, and must not require the expenditure of time and effort beyond the limits of practical and provable value.

11. In view of the nature and complexity of this task, the only practical time limit for its completion, acceptance by DD/P, and incorporation into the planning system, will be September 1956. Nevertheless we must get started at an early date. A meeting of the support planners is accordingly scheduled for 24 February in room 2001-L Bldg., at 2:00 P.M. At this initial meeting it is requested that each support component be prepared to submit and discuss its best recommendations for the improvement of planning relative to the DD/P operational programs. At this meeting and each subsequent meeting it will be essential that we generate, assign and schedule specific tasks so that our collective efforts will achieve the desired end in time for the next planning cycle.


Special Planning Assistant
to the
Deputy Director (Support)

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